



DEICHMANN

See the big picture

DEICHMANN executives think integral and entrepreneurial. They will always consider their decisions' effects on other corporate divisions and the entire enterprise, and promote the general cooperation of the enterprise's divisions.

They ensure that the employees recognize their special contribution to the success of the enterprise and consider their respective activities as meaningful and important parts of this success.

Think positively

DEICHMANN executives live and express a positive attitude, focusing on the future. They are convinced that all problems, whether personal or business based, can be constructively solved. They recognize and use opportunities together with other employees, seeking the permanent improvement and innovative development of DEICHMANN.



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Guidelines for Leadership and Cooperation at the Deichmann Group

DEICHMANN

DOENBACH

OCHSNER SHOES



OCHSNER SPORT



ROLAND



RACK ROOM SHOES

OFF BROADWAY

These guidelines both complete and elaborate the values and goals expressed in DEICHMANN's Business Principles in the areas of leadership and cooperation. They are the "rules" that apply to our executives' daily and situational behaviour in all corporate divisions and on all levels.

The guidelines are targeted both at executives who directly lead employees and at specialists who hold the responsibility for a corporate division. Specialists are employees with a high technical competence, who depend on the cooperation with other corporate divisions. They have to perform an entirely different but equally demanding leading task, working with employees of different hierarchy levels in changing settings without formal authority.

Choose employees with great care

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Carefully choosing employees and assigning positions to skilled and suitable employees is the most important prerequisite for successful leadership and cooperation. It is very difficult and often impossible to train and develop employees for qualifications they did not have from the very beginning.

Executives must therefore be exceptionally careful when recruiting employees and filling job positions.

Be an example

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DEICHMANN executives act as role models in their jobs.

They have substantial influence on the employees' motivation and daily behaviour by living their own commitment to the company's values and goals, and by their personal example in technical competence and dedication.

Give and win trust

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The cooperation between executives and employees at DEICHMANN is based on the solid foundation of mutual trust.

Our executives rely on the efficiency and the commitment of the employees as well as on their readiness to observe arrangements and agreements. At the same time, they also ensure that a breach of trust will be identified and resolved.

Our executives are committed to what they say. They win and maintain the confidence of their employees and surroundings by being reliable and straightforward as well as being available to listen to personal problems and concerns.

Use strengths

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DEICHMANN executives always treat their employees respectfully.

They will identify the employees' strengths and design their tasks in such a way that they can successfully work according to their strengths and perform above average.

They help the development and promotion of the employees by providing challenging tasks and, if needed, further training.

Inform and agree on goals

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DEICHMANN executives regularly inform their employees about fundamental developments within the enterprise and about their respective areas of responsibility.

On this basis they can agree on precise, challenging, and realistic goals with their employees and can ensure that these goals are met.

Defining goals gives meaning to daily work. Accomplished goals are a source of joy and pride in the work and motivation for future efforts.

Concentrate on essentials

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DEICHMANN executives design the fields of activity and the working processes in their areas of responsibility in such a way that they themselves as well as all employees can concentrate on their tasks and to complete these tasks quickly and thoroughly in a manner based on the business principles. "Everything should be made as simple as possible but no simpler." *Albert Einstein*

Make decisions

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DEICHMANN executives make decisions, assume the responsibility, and ensure that these decisions are implemented.

Within the decision making process they seek relevant discussions with their employees and with anyone concerned to make the best use of existing knowledge and ease the implementation of the plan.

In the daily routine they leave room for an employee's own decisions to strengthen their independence and sense of responsibility.